United Nations A/70/6 (Sect. 29E)

General Assembly

Distr.: General
23 April 2015

Original: English

Seventieth session

Proposed programme budget for the biennium 2016-2017*

Part VIII
Common Support Services

Section 29E
Office of Information and Communications Technology

(Programme 25 of the biennial programme plan for the period 2016-2017)**

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* A summary of the approved programme budget will be issued as A/70/6/Add.1.

** A/69/6/Rev.1 and report of the Secretary-General on the consolidated changes to the biennial programme plan for the biennium 2016-2017.

*** The present report does not contain an annex on outputs to be included in the biennium 2014-2015 not to be carried out in 2016-2017, given that there are no discontinued outputs.

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Overview

Table 29E.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015	74 453 100
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(50 800)
New mandates and inter-component changes	29 186 300
Changes in line with General Assembly resolution 69/264 (further reductions)	(46 000)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(2 838 300)
Total resource change	26 251 200
Proposal of the Secretary-General for 2016-2017[a]	100 704 300

[a] At 2014-2015 revised rates.

Table 29E.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	136	1 ASG, 1 D-2, 4 D-1, 13 P-5, 21 P-4, 30 P-3, 7 P-2/1, 11 GS (PL), 47 GS (OL), 1 TC
Reclassification	6	1 D-1 to D-2 under subprogramme 5
		2 P-5 to D-1 under subprogramme 5
		1 P-4 to P-5 under subprogramme 5
		1 P-5 to D-1 under subprogramme 6
		1 P-4 to P-5 under subprogramme 6
New posts	5	1 P-3 under subprogramme 5
		4 P-2 under subprogramme 5
Abolishment	(2)	GS (OL) under subprogramme 6
Redeployments	22	Redeployments within the Office (3 P-4, 7 P-3, 2 P-2, 1 GS (PL), 9 GS (OL)) among executive direction and management, subprogramme 5, and subprogramme 6
Redeployments from Sections 29B (Office of Programme Planning, Budget and Accounts), 29C (Office of Human Resources Management), and 29D (Office of Central Support Services) to Section 29E (Office of Information and Communications Technology)	42	29 posts from Broadcast and Conference Support Section of the Office of Central Support Services: 1 P-5, 2 P-4, 3 P-3, 5 GS (PL), 18 GS (OL) to subprogramme 6
		12 posts from Human Resources Information Systems Section of the Office of Human Resources Management: 2 P-5, 1 P-4, 1 P-3, 1 P-2, 1 GS (PL), 6 GS (OL) to subprogramme 5
		1 post from Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts: 1 GS (OL) to subprogramme 6
Proposed for the biennium 2016-2017	181	1 ASG, 2 D-2, 6 D-1, 15 P-5, 22 P-4, 35 P-3, 12 P-2/1, 17 GS (PL), 70 GS (OL), 1 TC

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; TC, Trades and Crafts.

Overall orientation

29E.1 The Office of Information and Communications Technology was established by the General Assembly by its resolution 63/262 in December 2008 as an independent office to provide strong, central leadership for the establishment and implementation of the Organization-wide information and communications technology (ICT) standards and activities to ensure efficient utilization of resources, modernization of information systems and improvement in the ICT services available to the United Nations.

29E.2 The Office is focused on implementing the ongoing reform measures and initiatives that aim to support the work of the Organization as outlined in the information and communications technology strategy, which was approved by the General Assembly in its resolution 69/262. In this regard, the Office will continue to facilitate the work of the Organization and support Member States, including through the provision of relevant services to delegates at all main duty stations.

29E.3 Under the leadership of the Under-Secretary-General for Management, the Office will ensure that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective, accountable and results-oriented Office of Information and Communications Technology.

29E.4 Under General Assembly resolution 69/262, the central authority of the Chief Information Technology Officer was reaffirmed and strengthened with regard to information security and the overall direction and performance of information and communications activities within the Organization. The Chief Information Technology Officer will provide strategic direction and central leadership for the establishment and implementation of Organization-wide ICT and for planning and coordinating ICT activities Secretariat-wide, including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and the funds, programmes and specialized agencies of the Organization. The ICT strategy aims to establish an environment and associated architecture to achieve an enterprise-wide approach that allows for operational autonomy and agility, where warranted, and supports a truly global harmonized environment that is secure, reliable, scalable and easily accessible.

29E.5 The Office, in close coordination with the ICT regional technology centres, will aim to ensure that all new or revised ICT governance structures, management policies, procedures and internal controls meet the expectations of Member States, as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. In accordance with resolution 69/262, appropriate delegation of authority and procedures for ensuring compliance with the revised information and communications technology strategy guidelines on, inter alia, operations, security, investment and oversight at United Nations offices, in particular those related to the field will be formalized to establish and standardize the boundaries for ICT activities that would be entrusted to managers as well as mechanisms to ensure compliance with ICT operations, security, investment and oversight.

29E.6 The capacity of managers to deliver mandated programmes will be strengthened through more effective support to results-based management approaches, training and enhancement of the skill set of staff, through regular and systematic monitoring of deliverables of ICT programmes and projects. The Office will promote programme and project monitoring, oversight and self-evaluation practices within the Office, all ICT components in Headquarters offices and regional and field offices.

29E.7 The Office will provide substantive support to the ICT governing bodies, closely monitor and ensure the implementation of recommendations and actions requested by oversight bodies, follow up on the status of the implementation of recommendations issued by internal and external auditors

and the Joint Inspection Unit and will ensure that remediation plans are developed in the areas of weaknesses.

29E.8 Recognizing the importance of a systematic approach to risk management and internal control, the Office will undertake a risk assessment and develop an effective risk management and control framework throughout the ICT programmes, projects, regional offices, offices away from Headquarters and offices at Headquarters. The framework will enhance the governance and management practices of the ICT programmes, projects and activities in the Secretariat; strengthen the focus on objectives; and increase effectiveness in achieving the mandates defined by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of all ICT programmes, projects and activities.

29E.9 The Office will provide central leadership in the implementation of Organization-wide information and communications technology strategy, as approved by the General Assembly in its resolution 69/262, security and architecture standards and ensure efficient utilization of resources in the modernization of information systems and the improvement of the Secretariat-wide information and communications services. The Office will set the overall strategic direction and provide enterprise systems and infrastructure with a view to achieving coherence and coordination. In that context, the Office will be responsible for the administration of projects for upgrading the global network infrastructure at United Nations Headquarters, offices away from Headquarters and regional commissions and will aim at standardizing the network infrastructure equipment and bringing all networks and data centres worldwide to the same standard of functionality, quality and reliability. This has become increasingly critical in view of the implementation of centralized applications such as Umoja.

29E.10 The Board of Auditors, in its report (A/67/651), recommended that the Office focus on strategic activities and business transformation. In response to the recommendations the Office proposes that its capacity be strengthened, its organizational structure be reorganized and augmented and its staff be professionalized to reflect the cross-cutting activities of its broadened, Organization-wide mandate.

29E.11 These measures will enable the Office to implement the strategy consistently and globally, and support staff in acquiring the required competencies, skills and certifications necessary to best support the Organization and at the same time achieve their career goals.

29E.12 Work will continue to strengthen managerial controls, accountability and visibility in the use of ICT resources and stewardship of assets, in the context of the effective governance and the central authority of the Chief Information Technology Officer.

29E.13 The Office will continue its efforts to reduce the level of fragmentation of the current information and communications technology environment across the Secretariat and at all duty stations and field missions.

29E.14 The Office will focus on the harmonization and sharing of services as well as the related costs of information and communications technology, as appropriate, including in field locations.

29E.15 The Office will continue to advance its reform agenda aimed at strengthening accountability for management of information security and role of the Chief Information Technology Officer as the central authority for information security.

29E.16 The Office will focus on achieving coherence in and coordination of ICT functions across the Secretariat, establishing effective ICT governance structures with clear lines of authority and accountability and fostering deeper coordination and collaboration throughout the United Nations system in all matters related to ICT.

29E.17 The General Assembly endorsed all elements of the proposed ICT strategy under section II, paragraph 7, of resolution 69/262 and requested the Secretary-General to ensure its implementation, taking into account the comments, observations and recommendations of the Board of Auditors and of the Advisory Committee. As part of the harmonization efforts in the Department of Management, the information and communications technology functions in the Office of Central Support Services, the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts are proposed to be consolidated under the Office of Information and Communications Technology, namely the Enterprise Applications Centres in New York and Bangkok, the Enterprise Service Desk of the Global Services Division and the Global Operations Division. Accordingly, in support of the new information and communications technology strategy approved under section II of General Assembly resolution 69/262, it is proposed that the posts and related non-post requirements from Sections 29C and 29D be transferred to Section 29E, Office of Information and Communications Technology.

Overview of resources

29E.18 The overall resources proposed for the biennium 2016-2017 for this section amount to $100,704,300, before recosting, reflecting a net increase of $26,251,200 (or 35.3 per cent) compared with the appropriation for 2014-2015. Resource changes result from four factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements; (b) new mandates and inter-component changes, including the proposed transfer of resources from the Office of Central Support Services, the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts to the Office of Information and Communications Technology; (c) resource changes in line with General Assembly resolution 69/264 (further reductions); and (d) resource changes in line with General Assembly resolution 69/264 (efficiencies). The proposed reductions will not have an impact on full and effective mandate implementation.

29E.19 Resource changes in line with General Assembly resolution 69/264 reflect proposals of freezing recruitment against established posts, and reductions in non-post resources that are anticipated in 2016-2017.

29E.20 The proposed reductions will be influenced by the future impact of the deployment of Umoja (Foundation and Extension 1) by the end of 2015. As it is too early to determine the specific future impact of Umoja, the proposed reductions, while firm in financial terms, are flexible in operational terms. The flexibility means that the specific composition of the post freezes, and the reorganization of functions and roles as a result of the freezes, will only be determined during 2016-2017, when the impact of Umoja becomes more clear.

29E.21 The distribution of resources is reflected in tables 29E.3 to 29E.5.

Table 29E.3 Financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2012-2013 expenditure	*2014-2015 appropriation*	*Resource changes*						*Total before recosting*	*Recosting*	*2016-2017 estimate*
			Technical adjustment (non-recurrent and biennial provision of posts)	*New mandates and inter-component changes*[a]	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*			
A. Executive direction and management	7 583.7	6 695.5	–	999.0	(12.9)	–	986.1	14.7	7 681.6	284.1	7 965.7
B. Programme of work											
Subprogramme 5. Information and communications technology strategic management and coordination	23 960.1	25 743.4	–	20 555.3	(12.3)	(719.0)	19 824.0	77.0	45 567.4	1 614.7	47 182.1
Subprogramme 6. Information and communications technology operations	43 070.4	42 014.2	(50.8)	7 632.0	(20.8)	(2 119.3)	5 441.1	13.0	47 455.3	1 999.0	49 454.3
Subtotal, B	**67 030.5**	**67 757.6**	**(50.8)**	**28 187.3**	**(33.1)**	**(2 838.3)**	**25 265.1**	**37.3**	**93 022.7**	**3 613.7**	**96 636.4**
Subtotal, 1	**74 614.2**	**74 453.1**	**(50.8)**	**29 186.3**	**(46.0)**	**(2 838.3)**	**26 251.2**	**35.3**	**100 704.3**	**3 897.8**	**104 602.1**

[a] Includes redeployment of resources from Section 29B, Office of Programme Planning, Budget and Accounts; Section 29C, Office of Human Resources Management; and Section 29D, Office of Central Support Services, in line with section II of General Assembly resolution 69/262.

(2) *Other assessed*[b]

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
B. Programme of work	4 037.4	15 195.0	10 297.8
Subtotal, 2	**4 037.4**	**15 195.0**	**10 297.8**

(3) *Other assessed*[c]

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
B. Programme of work	27 410.0	34 423.0	35 241.1
Subtotal, 3	**27 410.0**	**34 423.0**	**35 241.1**
Total	**106 061.7**	**124 071.1**	**150 141.0**

[b] Financed exclusively by the support account for peacekeeping operations.

[c] Funded from extrabudgetary resources, i.e., special account for information technology and telecommunications services costs at Headquarters, special fund in support of extrabudgetary administrative structures, and special fund in support of extrabudgetary substantive activities.

Table 29E.4 **Post resources**

	Established regular budget posts[a]		*Temporary*							
			Regular budget		*Other assessed*[b]		*Extrabudgetary*[c]		*Total*	
	2014-2015	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*
Professional and higher										
ASG	1	1	–	–	–	–	–	–	1	1
D-2	1	2	–	–	–	–	–	–	1	2
D-1	4	6	–	–	–	–	–	–	4	6
P-5	13	15	–	–	–	–	–	–	13	15
P-4/3	51	57	–	–	6	9	1	3	58	69
P-2/1	7	12	–	–	3	3	–	–	10	15
Subtotal	**77**	**93**	**–**	**–**	**9**	**12**	**1**	**3**	**87**	**108**
General Service										
Principal level	11	17	–	–	3	3	2	2	16	22
Other level	47	70	–	–	2	3	9	10	58	83
Subtotal	**58**	**87**	**–**	**–**	**5**	**6**	**11**	**12**	**74**	**105**
Other categories										
Trades and Crafts	1	1	–	–	–	–	–	–	1	1
Subtotal	**1**	**1**	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**1**
Total	**136**	**181**	**–**	**–**	**14**	**18**	**12**	**15**	**162**	**214**

[a] Includes 42 posts under the column 2016-2017 proposed to be redeployed from Section 29B, Office of Programme Planning, Budget and Accounts; Section 29C, Office of Human Resources Management; and Section 29D, Office of Central Support Services, in line with section II of General Assembly resolution 69/262.

[b] Funded from the support account for peacekeeping operations.

[c] Funded from extrabudgetary resources, i.e., special account for information technology and telecommunications services costs at Headquarters, special fund in support of extrabudgetary administrative structures, and special fund in support of extrabudgetary substantive activities.

Table 29E.5 **Distribution of resources by component**
(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Executive direction and management	7.7	–	–
B. Programme of work			
5. Information and communications technology strategic management and coordination	45.2	86.4	2.3
6. Information and communications technology operations	47.1	13.6	97.7
Subtotal	**92.3**	**100.0**	**100.0**
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

29E.22 Resource changes reflect the removal of non-recurrent requirements totalling $50,800 relating to one-time expenditures for contractual services for the implementation of information security.

New mandates and inter-component changes

29E.23 The net increase of $29,186,300 is attributable to: (a) resource requirements to cover the operating, maintenance and support costs of Umoja, as reflected in the sixth annual progress report of the Secretary-General on the enterprise resource planning project (A/69/385 and Corr.1), and pursuant to section VI of General Assembly resolution 69/274 ($6,323,800); (b) resource requirements related to the revised information and communications technology strategy, which was presented in the report of the Secretary-General (A/69/517), and pursuant to section II of General Assembly resolution 69/262 ($2,944,000); and (c) resource requirements to implement the ICT integration of functions in support of the new information and communications technology strategy. The integration of functions is proposed within existing resources with the redeployment of ICT post and non-post resources from the Office of Human Resources Management, the Office of Central Support Services and the Office of Programme Planning, Budget and Accounts to the Office of Information and Communications Technology. The totality of resources being redeployed into and within the Office amounts to $19,918,500, including changes resulting from different duty stations for certain posts.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

29E.24 Resource changes of $46,000 are proposed in line with General Assembly resolution 69/264, under non-posts and they relate to reductions in travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel.

Resource changes in line with General Assembly resolution 69/264 (efficiencies)

29E.25 Resource changes of $2,838,300 are proposed in line with General Assembly resolution 69/264, under posts ($647,200) and non-posts ($2,191,100). The decrease of $647,200 under posts reflects proposals of freezing recruitment against established posts in executive direction and management ($130,800), subprogramme 5 ($124,000) and subprogramme 6 ($392,400).

29E.26 The proposed decrease of $2,191,100 under non-post resources relates mainly to efficiencies that the Department plans to bring about in 2016-2017, in line with General Assembly resolution 69/264.

Other assessed and extrabudgetary resources

29E.27 During the biennium 2016-2017, estimated resources amounting to $45,538,900, of which $10,297,800 and $35,241,100 represent other assessed and extrabudgetary resources, respectively, would be utilized to complement resources from the programme budget.

29E.28 During the biennium 2016-2017, the Office will focus on the deployment and support of information security, Umoja, Inspira and other peacekeeping specific systems. A programme of activities has already been launched covering: (a) ICT infrastructure, including, among other things, the means to enable secure and adequate connectivity to the enterprise data centres in Valencia and Brindisi; (b) help-desk support, including the standardization of processes and tools to be used by local help desks to provide effective support to the users of Umoja and Inspira; and (c) ongoing implementation and support of solutions to manage troop contribution, fuel, rations, enterprise identity, and the United Nations Operations and Crisis Centre; (d) compliance checks, information security assessments and strengthening of the security posture; and (e) coordination of

disaster recovery planning activities. The Office and the Information and Communications Technology Division of the Department of Field Support are working collaboratively to install, test and manage the complex array of infrastructure required by those systems in Valencia and Brindisi.

29E.29 The Office will continue to provide ongoing support to peacekeeping operations in close cooperation with the Department of Field Support and carry out a number of important initiatives that have a direct impact on the effectiveness and efficiency of the United Nations peacekeeping operations, including the strengthening of information and systems security and ensuring the highest level of accessibility for enterprise systems such as iSeek, the Official Documents System, and Umoja, and the maintenance of the satellite Earth station located at Headquarters. The Office would continue to implement the customer relationship management solution for troop contributions management, the systems for fuel management, identity management in peacekeeping operations, as well as the contact database for the United Nations Operations and Crisis Centre at Headquarters. The Office will implement the critical changes resulting from the pilot phase of the rations management system.

29E.30 The decrease in the peacekeeping support account resources from $15,195,000 during the biennium 2014-2015 to $10,297,800 during the biennium 2016-2017 reflects a change in the presentation of costs for the period 2015/16 related to the development of systems that is transferred from the support account for peacekeeping operations to the specific peacekeeping budgets where these applications have been deployed.

29E.31 A total estimated amount of $35,241,100 is proposed for the biennium 2016-2017 under extrabudgetary resources. The increase is attributable to the implementation of a multi-protocol label switching communications network, infrastructure improvements and increased telecommunication expenses.

Other information

29E.32 In paragraph 16 of part I of its resolution 67/254, the General Assembly requested the Secretary-General to identify and put into place the measures required to ensure the successful implementation of all of the phases of Umoja and to ensure that the Office of Information and Communications Technology and other relevant departments, offices and units are able to support the enterprise resource planning system autonomously in the post-implementation phase in order to increase productivity and cost-effectiveness in service delivery.

29E.33 In paragraph 17 of part I of the same resolution, the General Assembly requested the Secretary-General to proceed with the implementation of the action plan to strengthen information security as a matter of priority, to ensure the adoption, without further delay, of the information security policy directive and associated policy documents in a manner that assures accountability at all levels of the Organization and to take prompt remedial action to address any hindrances that may arise to the effective implementation of the action plan or the promulgation and enforcement of information security policies throughout the Secretariat.

29E.34 The priorities were also identified by the Board of Auditors in its report (A/67/651), in particular with regard to the implementation of Umoja and information technology security to guard against any threats of cyberattacks.

29E.35 In response to the requests of the General Assembly and recommendations of the Board of Auditors during the biennium 2014-2015, the Office is focusing on the deployment and support of Umoja and information security. A programme of activities with respect to Umoja has already been launched, covering: (a) ICT infrastructure, including, among other things, the means to enable secure and adequate connectivity to the enterprise data centres in Valencia and Brindisi; (b) help-desk support,

including the standardization of processes and tools to provide effective support to the users of Umoja; (c) existing applications, including the impact of Umoja implementation on locally developed software applications which are still complementing the Integrated Management Information System (IMIS) in support of administrative processes; (d) compliance checks, information security assessments and strengthening of the security posture; and (e) coordination of disaster recovery planning activities. The Office and the Information and Communications Technology Division of the Department of Field Support are also working collaboratively to install, test and manage the complex array of infrastructure required by Umoja in Valencia and Brindisi.

29E.36 During the biennium 2016-2017, the Office will focus on implementing key management reform measures approved by the General Assembly in its resolution 69/262. Under the leadership of the Under-Secretary-General for Management and with the support of the Office of the Under-Secretary-General, the Office will ensure that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective, accountable and results-oriented Office of Information and Communications Technology.

Integration of information and communications technology functions within the Department of Management

29E.37 Pursuant to General Assembly resolution 66/246 and section II of resolution 69/262, and to address the concerns highlighted in the report of the Board of Auditors (A/67/651), the Department of Management has launched an initiative to consolidate the ICT functions and resources within the Department. This initiative will address the high degree of fragmentation and duplication.

29E.38 This initiative will focus on consolidating parts of the technology units that are within the Department of Management, namely, within the Office of Human Resources Management, the Office of Central Support Services and the Office of Programme Planning, Budget and Accounts (OPPBA), under the Office of Information and Communications Technology.

29E.39 Part of this effort, posts, contractual personnel as well as non-post resources will be redeployed from the three sections and centralized under the responsibility of the Office of Information and Communications Technology.

29E.40 In terms of the governance of the integration process, a steering committee has been established to guide the integration of technology units within the Department of Management, to ensure that the transition is afforded the required support, to endorse the new operating model, to act as the decision-making body for the transition of distributed technology units to the Office.

A. Executive direction and management

Resource requirements (before recosting): $7,681,600

29E.41 Responsibility for executive direction and management is vested in the Office of the Chief Information Technology Officer. In order to fulfil its responsibilities in terms of executive direction and management and overall management of the Office of Information and Communications Technology, the Office of the Chief Information Technology Officer assists in providing overall strategic planning and management, and coordinates the work of the internal organizational units and maintains liaison with the chiefs of information and communications technology in other United Nations departments and offices, and duty stations.

29E.42 Under General Assembly resolution 69/262, the central authority of the Chief Information Technology Officer was reaffirmed and strengthened with regard to information security and with regard to the overall direction and performance of information and communications technology

activities within the Organization. The Chief Information Technology Officer will provide overall strategic direction and central leadership for the establishment and implementation of Organization-wide ICT and for planning and coordinating ICT activities Secretariat-wide including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and funds, programmes and specialized agencies of the Organization. The ICT strategy aims to establish an environment and associated architecture to achieve an enterprise-wide approach that makes provision for operational autonomy and agility, where warranted, and supports a truly global harmonized environment that is secure, reliable, scalable and easily accessible.

Table 29E.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial work

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	(i) Increased support to strategic enterprise information and communications technology initiatives [percentage]	Target	100	100	
		Estimate		100	
		Actual			
	(ii) Increased central control over issues relating to information and communications technology, resource management, standards, security, architecture, policies and guidance by the Chief Information Technology Officer	Target	100	–	
		Estimate			
		Actual			
(b) Enhanced policy coherence in the management of the information and communications technology activities of the United Nations Secretariat and the United Nations Common System	Increased number of common policies, contracts, shared services, and technology standards agreed in collaboration with other United Nations Common System organizations through forums such as those established through the United Nations Chief Executives Board for Coordination	Target	15	15	
		Estimate		15	10
		Actual			10

External factors

29E.43 The Office of Information and Communications Technology is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders will extend their full cooperation and support to the Office in implementing information and communications technology policies and strategies.

Outputs

29E.44 During the biennium 2016-2017, the following outputs and activities will be delivered:

(a) Representation of the Secretary-General at meetings of United Nations intergovernmental bodies on various information and communications technology issues, as and when required;

(b) Implementation of global sourcing with regard to information and communications technology acquisitions and service contracts and agreements;

(c) Benchmarks and deliverables to measure performance of ICT projects established for present and future portfolio of projects;

(d) Implementation of the indicative five-year overall information and communications technology budget projection for the Secretariat, in coordination with all ICT offices concerned;

(e) Planning and oversight of ICT assets management;

(f) Development of Secretariat-wide information and communications technology policies and procedures that are promulgated through Secretary-General's bulletins, administrative instructions, and the enterprise ICT policy framework;

(g) Monitoring and coordination of the activities of the Office to ensure its efficient functioning and liaison with client departments and offices and other stakeholders;

(h) Development of a Secretariat-wide risk assessment and risk management plan for ICT programmes, services and activities;

(i) Development of global ICT communications, including official memorandums, policies and procedures, responses to executive committees (i.e., Advisory Committee on Administrative and Budgetary Questions, Fifth Committee), programme/project status reports, global ICT activities and announcements, and the Chief Information Technology Officer's blog;

(j) Project management and technical oversight of global ICT projects to ensure they adhere to the strategic vision and follow a project management methodology that will enforce successful implementation and delivery of business and information requirements and objectives.

29E.45 The distribution of resources for executive direction and management is reflected in table 29E.7.

Table 29E.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 930.5	5 605.7	17	23
Non-post	2 765.0	2 075.9	–	–
Total	**6 695.5**	**7 681.6**	**17**	**23**

29E.46 The amount of $7,681,600, reflecting a net increase of $986,100, would provide for the partial financing of 23 posts (1 ASG, 2 P-5, 2 P-4, 3 P-3, 3 General Service (Principal level) and 12 General Service (Other level)) in the Office of the Chief Information Technology Officer, the Enterprise Project Management Office and the Operations Coordination Section ($5,605,700); and non-post requirements, including general temporary assistance, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment ($2,075,900).

29E.47 The net increase of $986,100 is attributable to:

(a) Net increased requirements of $1,675,200 for posts owing to the redeployment of six posts (2 P-4, 2 P-3, 1 General Service (Principal level), 1 General Service (Other level)) from

subprogramme 6, in the context of the proposed restructuring of the Office, including reallocation of resources, to strengthen the executive direction and management component ($1,806,000); offset in part by freezing recruitment against established posts ($130,800);

(b) Net decreases under non-post requirements ($689,100), reflecting cost-saving measures put in place in relation to the usage of the office automation equipment and effective management of transactions and cost recovery process, which eliminates the dependency of the Office on the ancillary project finance monitoring tool, Nova; offset in part by increased requirements for general temporary assistance.

B. Programme of work

29E.48 The distribution of resources by subprogramme is reflected in table 29E.8.

Table 29E.8 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Subprogramme 5	25 743.4	45 567.4	56	89
2. Subprogramme 6	42 014.2	47 455.3	63	69
Subtotal	67 757.6	93 022.7	119	158
Other assessed	15 195.0	10 297.8	14	18
Extrabudgetary	34 423.0	35 997.0	12	15
Total	**117 375.6**	**139 317.5**	**145**	**191**

Subprogramme 5
Information and communications technology strategic management and coordination

Resource requirements (before recosting): $45,567,400

29E.49 Responsibility for implementation of the subprogramme rests with the Office of Chief Information Technology Officer, the Enterprise Project Management Office, the Operations Coordination Section, the Global Services Division, and the Enterprise Applications Centres in New York and Bangkok.

29E.50 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 25 of the proposed consolidated changes to the biennial programme plan for the biennium 2016-2017.

Table 29E.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support and ensure the successful implementation of all the elements of the ICT strategy, with the aim of ensuring that the information and communications technology programmes support the work of the United Nations in the areas of peace and security, development, human rights and international law, among other mandates

Component 1: technology management structures

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) The United Nations is in full compliance with ICT policies, procedures and guidelines, established processes and frameworks related to ICT governance	Increased number of Organization-wide models and frameworks that together constitute effective technology management structures	Target	100		
		Estimate		50	
		Actual			
	[percentage]				
(b) Establishment of technology services, infrastructure and systems that are aligned with standards and architecture	Increased coherence of technology management structures, inclusive of all offices, departments, economic commissions, tribunals and field missions of the United Nations	Target	100		
		Estimate		50	
		Actual			
	[percentage]				

External factors

29E.51 The Office of Information and Communications Technology is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders will extend their full cooperation and support to the Office of Information and Communications Technology in establishing internal agreements and ensuring concurrence with management structures and the establishment of an effective model to balance centralized management with day-to-day operations, which will continue to be undertaken locally in offices, departments and field missions.

Outputs

29E.52 During the biennium 2016-2017, the following outputs and activities will be delivered:

(a) Development and institutionalizing of critical cross-domain technology policies (1);

(b) Monthly inventory of existing technology-related contracts (1);

(c) Formulation, ratification and institutionalizing of policies (1);

(d) Reviews of ICT systems, infrastructure and services to establish alignment with standards and architecture (1);

(e) Transition of ICT contracts to global enterprise agreements to support the global Secretariat (1).

Table 29E.10 **Component 2: alignment of technology with the core work of the United Nations**

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Development of ICT services to better facilitate the work of Member States	(i) Increased satisfaction of Member States with ICT services [percentage]	Target	100		
		Estimate		50	
		Actual			
	(ii) Increased adoption of ICT tools by Member States [percentage]	Target	100		
		Estimate		50	
		Actual			
(b) Development of ICT programmes, services and infrastructure that facilitate the core work of the United Nations	Increased number of technology strategies that are subordinate to the United Nations ICT strategy and align with the business strategies and priorities in the areas of peace and security, development, human rights and international law [percentage]	Target	100		
		Estimate		50	
		Actual			
(c) Implementation of communication strategies for ICT programmes within the Secretariat	Increased coordination in the development of innovative ICT solutions [percentage]	Target	100		
		Estimate		50	
		Actual			

External factors

29E.53 The Office of Information and Communications Technology is expected to achieve its objectives and expected accomplishments on the assumption that: (a) all stakeholders will extend their full cooperation and support to the Office of Information and Communications Technology in establishing internal agreements that support coordination and collaboration in the design and development of innovative ICT solutions that support the work of the United Nations; and (b) resources for ensuring that the alignment of technology programmes with those related to the core work of the United Nations are available.

Outputs

29E.54 During the biennium 2016-2017, the following outputs and activities will be delivered:

(a) Conference services, administration, oversight: quarterly updates to Member States on ICT services and solutions (1);

(b) Timely submission of a progress report to the General Assembly at the seventieth session (1);

(c) The establishment of technology strategies that are aligned with the business strategies of the Offices, Departments, regional economic commissions, Tribunals and field missions as they relate to the core work of the United Nations on peace and security, development, human rights and international law (1);

(d) Number of strategic ICT programmes that support the work of the United Nations (1).

Table 29E.11 **Component 3: analytics and business intelligence**

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Delivery of the technical components of analytics and business intelligence through the ICT service delivery framework, in particular through the enterprise applications centres	(i) Establishment of standards for analytics and business intelligence systems and data to ensure access to and the integrity of information for informed decision-making across United Nations programmes [percentage]	Target	100		
		Estimate			
		Actual			
	(ii) Reduction in the use of non-standard analytics and business intelligence software [percentage]	Target	25		
		Estimate			
		Actual			
(b) Establish full visibility and governance of all analytics and business intelligence activities	(i) Increased percentage of data governance best practices	Target	50		
		Estimate			
		Actual			
	(ii) Consolidation of administration-related global data sources to support the delivery of quality data [percentage]	Target	50		
		Estimate			
		Actual			
(c) Effective analytics and business intelligence capabilities related to Umoja	Establishment of a process to use analytics and business intelligence solutions to facilitate access to all information contained in Umoja to support effective, informed decision-making [percentage]	Target	100		
		Estimate		50	
		Actual			

External factors

29E.55 The Office of Information and Communications Technology is expected to achieve its objectives and expected accomplishments on the assumption that: (a) resources to support the implementation and mainstreaming of Umoja analytics and business intelligence are made available; and (b) all stakeholders will remain committed to the establishment of internal agreements that support the development of standardized and uniform data and information management systems and access methods.

Outputs

29E.56 During the biennium 2016-2017, the following outputs and activities will be delivered:

(a) Approval of standards for all standard analytics and business intelligence requirements (1);

(b) Issuance of policies covering core elements of data governance, compared to preceding biennium (1);

(c) Documenting data sources across the Secretariat (1);

(d) Delivery of business intelligence products in support of decision-making (1).

Table 29E.12 **Component 4: application and website development and support**

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Provide enterprise applications to eliminate the need for local solutions	Increased number of common applications and services made available through enterprise applications centres	Target	46	39	9
		Estimate		42	37
		Actual			37
(b) Harmonize the technology landscape and reduce fragmentation by lessening the number of applications and websites throughout the United Nations	(i) Reduction of websites globally	Target	150		
		Estimate			
		Actual			
	(ii) Reduction of applications globally	Target	250		
		Estimate			
		Actual			
(c) Increase compliance with technology standards, guidelines and methodologies as well as with ICT policies and enterprise architecture through the service delivery framework	Increased number of enterprise solutions complying with technology standards, guidelines and methodologies [percentage]	Target	100		
		Estimate			
		Actual			
(d) Improve human resources information systems	All Inspira modules, including recruitment, performance management, learning and mobility are stabilized and updated through regular enhancements and maintenance [number of releases]	Target	6		
		Estimate		24	
		Actual			36

External factors

29E.57 The subprogramme can achieve its objectives and expected accomplishments on the assumption that all stakeholders will extend their full cooperation and support to the Office of Information and Communications Technology in implementing the strategy of the Office and ICT policies, and assuming the availability of resources to support the application and website technology landscape harmonization.

Outputs

29E.58 During the biennium 2016-2017, the following outputs and activities will be delivered:

(a) Operational support: ensuring the integrity and unified architecture of databases (1);

(b) Maintaining the central reporting system, facilitating optimal access to data and ensuring that the reporting facility evolves, taking into account modern technology and new requirements at all duty stations (1);

(c) Enhancement of the central software distribution tool to automatically update user workstations with the latest software releases (1);

(d) Provision of support to all resource management systems developed by the Office, including more than 30 process automation applications presently used across the Secretariat (1);

(e) New technologies and development: provision of support data migration from legacy systems to Umoja (1);

(f) Development of data interfaces between legacy systems and Umoja (1);

(g) Implementation of service management applications in departments and offices (1);

(h) Implementation of desktop software for Umoja operations (1);

(i) Development of resource management solutions common to Headquarters and field missions, namely, customer relationship management enterprise applications (1);

(j) Coordination activities: coordination of the Resource Management Working Group of the Secretariat, with the aim of facilitating the sharing of resources and lessons learned (1).

Table 29E.13 **Component 5: strengthening information security**

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Implement the information security framework endorsed as part of the ICT strategy	(i) Increased number of security updates deployed [percentage]	Target	75		
		Estimate			
		Actual			
	(ii) Increased percentage of capability for effective monitoring of ICT assets and data and of attempted intrusions and policy violations	Target	25		
		Estimate			
		Actual			
	(iii) Increased percentage of processes to review and validate security controls for enterprise applications and improved websites	Target	50		
		Estimate			
		Actual			
	(iv) Increased percentage of deployment and upgrading of security infrastructure components to prevent, detect and respond to cyberattacks	Target	75		
		Estimate			
		Actual			
(b) Implement the 10-point action plan approved by the General Assembly in its resolution 68/247 A to strengthen information security across the United Nations	Increased percentage of secure workstation configurations deployed across the Secretariat	Target	90		
		Estimate			
		Actual			
(c) Strengthen disaster recovery capacity	Increased number of disaster recovery mechanisms, procedures and plans that are documented and tested for all critical enterprise applications and systems [percentage]	Target	70		
		Estimate			
		Actual			
(d) Establish Secretariat-wide accountability and management of information security, with the Chief Information Technology Officer as the central authority	Established information security governance framework to institute effective and accountable information security management throughout the Secretariat, with the Chief Information Technology Officer as the central authority [percentage]	Target	100		
		Estimate			
		Actual			

External factors

29E.59 The subprogramme can achieve its objectives and expected accomplishments on the assumption that all stakeholders will extend their full cooperation and assist in establishing information security capacities at local and regional levels.

Outputs

29E.60 During the biennium 2016-2017, the following outputs and activities will be delivered:

(a) Registration and monitoring of systems (1);

(b) Documenting compliance for policies and standards (1);

(c) Compliance of enterprise applications and systems with security architecture and standards (1);

(d) Secure configuration of workstations (1);

(e) Disaster recovery plans for critical systems (1);

(f) Maintenance of the information security and enterprise architecture frameworks (1).

29E.61 The distribution of resources for subprogramme 5 is reflected in table 29E.14.

Table 29E.14 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	17 096.2	24 463.2	56	89
Non-post	8 647.2	21 104.2	–	–
Subtotal	**25 743.4**	**45 567.4**	**56**	**89**
Other assessed	13 791.5	8 894.3	8	14
Extrabudgetary	–	818.1	–	2
Total	**39 534.9**	**55 279.8**	**64**	**105**

29E.62 The amount of $45,567,400, reflecting a net increase of $19,824,000, would provide for the partial financing of 89 posts (1 D-2, 3 D-1, 10 P-5, 14 P-4, 21 P-3, 12 P-2, 4 General Service (Principal level), 24 General Service (Other level)) ($24,463,200); and non-post requirements, including general temporary assistance, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment ($21,104,200).

29E.63 The net increase of $19,824,000 is attributable to:

(a) Net increased requirements of $7,367,000 for posts, resulting from increases in the amount of $7,491,000, offset in part by freezing recruitment against established posts ($124,000). Increased requirements for posts are due mainly to:

(i) The redeployment to the Office of 12 posts (2 P-5, 1 P-4, 1 P-3, 1 P-2, 1 General Service (Principal level), 6 General Service (Other level)) from the Human Resources Information Systems Section (component 5) of the Office of Human Resources Management, to implement the proposed ICT integration of functions, in support of the

new information and communications technology strategy, approved under section II of General Assembly resolution 69/262 ($2,823,400);

(ii) The redeployment of 16 posts (1 P-4, 5 P-3, 2 P-2, 8 General Service (Other level)) from subprogramme 6, in the context of the proposed restructuring of the Office, including reallocation of resources ($2,908,600);

(iii) The proposed establishment of five posts (1 P-3, 4 P-2) to support the implementation of the revised information and communications technology strategy, approved by the General Assembly in its resolution 69/262 ($1,249,600);

(iv) The proposed upwards reclassification of four posts (1 D-1 to D-2, 2 P-5 to D-1, 1 P-4 to P-5) to support the implementation of the revised information and communications technology strategy, approved by the General Assembly in its resolution 69/262 ($509,400);

(b) Net increased requirements of $12,457,000 under non-post, owing mainly to increases of $12,524,500 under contractual services; general operating expenses; and furniture and equipment; offset in part by reductions in general temporary assistance that take into account efficiencies that the Department plans to bring about in 2016-2017, in line with General Assembly resolution 69/264. The increases under non-post are attributable to:

(i) The redeployment to the Office of non-post resources from the Human Resources Information Systems Section (component 5) of the Office of Human Resources Management, to implement the proposed ICT integration of functions, in support of the new information and communications technology strategy, approved under section II of General Assembly resolution 69/262 ($505,700);

(ii) Resources to cover Umoja operating, maintenance and support costs, as reported to the General Assembly in the sixth annual progress report of the Secretary-General on the enterprise resource planning project (A/69/385 and Corr.1) ($1,222,000);

(iii) The proposed restructuring of the Office, including the reallocation of resources from the Broadcast and Conference Support Section of the Office of Central Support Services to implement the proposed ICT integration of functions, in support of the new information and communications technology strategy, approved under section II of General Assembly resolution 69/262 ($7,524,900) and from subprogramme 6 ($1,647,700), and the implementation of the revised information and communications technology strategy, approved by the General Assembly in its resolution 69/262 ($1,804,200).

Subprogramme 6
Information and communications technology operations

Resource requirements (before recosting): $47,455,300

29E.64 Responsibility for implementation of the subprogramme rests with the Global Operations Division.

29E.65 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 25 of the proposed consolidated changes to the biennial programme plan for the biennium 2016-2017.

Table 29E.15 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the efficient, effective and transparent achievement of strategic organizational goals by establishing technology management structures to support the harmonization of the technology programmes of the United Nations Secretariat

Component 1: enterprise hosting

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Consolidation of enterprise applications from New York, offices away from Headquarters and regional economic commissions to the Enterprise Data Centre in Valencia	(i) Existing enterprise applications transferred from New York to the Enterprise Data Centre in Valencia [percentage]	Target	100	–	–
		Estimate		50	–
		Actual			–
	(ii) Existing applications from offices away from Headquarters and regional economic commissions transferred to the Enterprise Data Centre in Valencia [percentage]	Target	25	–	–
		Estimate		–	–
		Actual			–
(b) Harmonization of dispersed server rooms and data centres into regional and enterprise data centres and migration from physical to virtual servers	Reduction in the overall number of physical servers [percentage]	Target	40	–	–
		Estimate		–	–
		Actual			–

External factors

29E.66 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that internal agreements that support centralized hosting model will be established and successful harmonization of applications across duty stations will take place with support of all stakeholders.

Table 29E.16 Component 2: network consolidation (multi-protocol label switching)

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Transition of regional networks to a single integrated, centrally managed network	Reduced disparate networks through the migration of existing regional networks to a global network based on centrally endorsed standards and on industry best practice [percentage]	Target	100		
		Estimate		30	
		Actual			
(b) Reduced network downtime resulting from structured network and security monitoring across the enterprise network	Increased percentage of network availability	Target	99.8		
		Estimate			
		Actual			

External factors

29E.67 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders will extend their full cooperation and support to the Office of Information and Communications Technology in establishing internal agreements to ensure 100 per cent network visibility across the enterprise secretariat networks.

Table 29E.17 **Component 3: enterprise service desk**

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Improved capability of the Secretariat to provide around-the-clock global support for enterprise applications	(i) Increased number of enterprise applications supported by the Enterprise Support Centre [percentage]	Target	15		
		Estimate		10	
		Actual			
	(ii) Around-the-clock support provided by the Enterprise Support Centre [percentage]	Target	75		
		Estimate		70	
		Actual			
	(iii) Increased percentage of overall user satisfaction rating	Target	75		
		Estimate		70	
		Actual			
(b) Harmonization and streamlining of service desks procedures, processes and technology platform across the United Nations Secretariat	Reduction in the number of local help desks throughout the Secretariat [percentage]	Target	50 for the Secretariat		
		Estimate		100 for the Department of Management	
		Actual			

External factors

29E.68 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders fulfil their responsibilities and obligations and extend their full cooperation in the consolidation of help desks and provide an adequate level of resources in support of this function within the Office.

Outputs

29E.69 During the biennium 2016-2017, the following outputs and activities will be delivered for components 1, 2, and 3:

(a) Infrastructure management:

(i) Operational support: policy: ensuring the conformity with established policies and relevant industry standards of all information and communications technology services delivered by the Office (1);

(ii) Connectivity: management and maintenance of the global telecommunications infrastructure that connects United Nations Headquarters with offices away from Headquarters and peacekeeping missions; expansion and upgrading of the e-mail and

enterprise systems (in cooperation with the Department of Field Support, as appropriate) (1);

(iii) Capital investment: upgrading the United Nations Headquarters campus network infrastructure with robust capabilities to support large and multiple user groups with diverse requirements for mission-critical data, voice and video traffic; user support: provision of technical and operational support for servers, personal computers and mobile devices connected to the United Nations Headquarters network (1);

(b) Coordination activities:

(i) Coordination of the provision of information and communications technology support to all permanent and observer missions of States Members of the United Nations in New York (1);

(ii) Operation and maintenance of approximately 10,000 telephones connected to a centralized call manager (1);

(iii) Operation and maintenance of secure voice and message communications globally among all United Nations offices (1);

(iv) Provision of technical and operational support for cellular telephony (1);

(v) Provision of infrastructure support for all central software applications, such the Official Documents System, e-mail, Inspira, Unite Identity, iNeed and the Internet/intranet (1);

(vi) Provision of infrastructure to support all departmental applications at Headquarters data centres and enterprise applications in the enterprise data centres at Brindisi and Valencia (1);

(vii) Provision of incident management services for enterprise applications, including Umoja, through the establishment of a global enterprise service desk (1).

Table 29E.18 **Component 4: mainstreaming Umoja**

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Validation of the level of resources required to support Umoja in the mainstreaming phase	Documented requirements for successful Umoja mainstreaming, validated by the ICT governance bodies covering technical, financial and human resources areas [percentage]	Target	100		
		Estimate		100	
		Actual			
(b) Achieve effective operation and ongoing support of the Umoja application through a phased approach to mainstream into the Office of Information and Communications Technology	(i) Completion and approval of a project charter/business case that includes the scope, risks, timeline and milestones to be achieved for the successful implementation of 3 phases [percentage]	Target	100		
		Estimate		100	
		Actual			

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2016-2017	2014-2015	2012-2013
	(ii) Successful implementation of the approved phase 1 plan to mainstream Umoja [percentage]	Target	100		
		Estimate		100	
		Actual			
	(iii) Successful implementation of the approved phase 2 plan to mainstream Umoja [percentage]	Target	100		
		Estimate			
		Actual			

External factors

29E.70 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders will extend their full cooperation and support to the Office of Information and Communications Technology in mainstreaming Umoja. To effectively mainstream Umoja will require a commitment from the Organization to ensure that appropriate levels of resourcing are available and that continuity of resources possessing institutional knowledge is prioritized and transitioned (where applicable) to the Office.

Outputs

29E.71 During the biennium 2016-2017, the following outputs and activities will be delivered:

(a) Reports on the project status and updates to the project schedule (1);

(b) An updated assessment on the level of effort required to support Umoja (1).

Table 29E.19 **Component 5: broadcast and conference support**

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2016-2017	2014-2015	2012-2013
(a) Wide-scale adoption of up-to-date technology and staffing solutions, promoting global synergies and efficiencies for the delivery of broadcast and conference services, meeting and virtual meetings (video and audio teleconference) under the authority of the Office of Information and Communications Technology	(i) Consolidation and harmonization of broadcasting practices and conference support processes and the related technology and staffing responsibility across the United Nations Secretariat under the authority of the Chief Information Technology Officer [percentage]	Target	100	–	–
		Estimate		–	–
		Actual			–
	(ii) Reduced number of distinct entities providing such services operating independently of an overarching structure and authority [percentage]	Target	100	–	–
		Estimate		–	–
		Actual			–

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
	(iii) Reduced fragmentation through the adoption of standard technologies and methodologies and the harmonization of workflows and responsibilities [percentage]	Target Estimate Actual	100		
(b) Wide-scale provision of technology to the Secretariat, permanent missions and delegations allowing for the use of a single sign on or digital identification card for multiple authentication and identification purposes, including participation and identification in meetings, either in person or virtually and accessing searchable audio and visual recordings of meetings	(i) Increased use of digital identifications for authentication and rights purposes, including access control to digital recordings, identification and titles for digital signage purposes with respect to meetings, and participant authentication when seeking to participle in meetings virtually, by videoconference or other means [percentage]	Target Estimate Actual	100		
	(ii) Increase in globally standardized staffing responsibilities, electronic meetings governance practice, digital recording dissemination and access control, harmonized by a single digital mechanism technology	Target Estimate Actual			
(c) Provision of effective support for meetings, including virtual meetings and events at the United Nations, including automation and self-operation modes, as appropriate	Increased technological standards, governance mechanisms and standard operating procedures implemented globally; integrated identification card is adopted allowing for the use of a single card across multiple platforms, including access and rights control, delegate nameplate and media assets management technology [percentage]	Target Estimate Actual	100	– –	– – –

External factors

29E.72 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders will adopt standards and interoperable technology programmes, as well as the associated standards and processes that are necessary to ensure the realization of interdepartmental synergies.

Outputs

29E.73 During the biennium 2016-2017, the following outputs and activities will be delivered:

(a) Full integration of the Broadcast and Conference Support Section into the Office of Information and Communications Technology (1);

(b) Support to meetings with the appropriate staff and technology (1);

(c) Operational efficiency through the adoption of automation and self-operation modes (1).

29E.74 The distribution of resources for subprogramme 6 is reflected in table 29E.20.

Table 29E.20 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	15 619.5	15 772.0	63	69
Non-post	26 394.7	31 683.3	–	–
Subtotal	**42 014.2**	**47 455.3**	**63**	**69**
Other assessed	1 403.5	1 403.5	6	4
Extrabudgetary	34 423.0	34 423.0	12	13
Total	**77 840.7**	**83 281.8**	**81**	**86**

29E.75 The amount of $47,455,300, reflecting a net increase of $5,441,100, would provide for the partial financing of 69 posts (1 D-2, 3 D-1, 3 P-5, 6 P-4, 11 P-3, 10 General Service (Principal level), 34 General Service (Other level), 1 Trades and Crafts) ($15,772,000); and non-post requirements, including general temporary assistance, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment ($31,683,300).

29E.76 The net increase of $5,441,100 is attributable to:

(a) Net increased requirements of $152,500 for posts, resulting from the proposed:

(i) Reclassification of one P-5 post to the D-1 level ($106,300), and one P-4 post to the P-5 level ($61,000), in the context of the implementation of the revised information and communications technology strategy, approved by the General Assembly in its resolution 69/262;

(ii) Redeployment to the Office of Information and Communications Technology of one General Service (Other level) post from the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts, to implement the proposed ICT integration of functions, in support of the new information and communications technology strategy, approved under section II of General Assembly resolution 69/262 ($164,700);

(iii) Redeployment to the Office of Information and Communications Technology of 29 posts (1 P-5, 2 P-4, 3 P-3, 5 General Service (Principal level), 18 General Service (Other level)) from the Broadcast and Conference Support Section of the Office of Central Support Services, to implement the proposed ICT integration of functions, in support of the new information and communications technology strategy, approved under section II of General Assembly resolution 69/262 ($6,005,700);

(b) Net increased requirements of $5,288,600 under non-post resources, owing mainly to increases under various objects of expenditures, offset in part by the removal of non-recurrent provisions for the implementation of information security under general temporary assistance, and further efficiencies that the Department plans to bring about in 2016-2017, in line with General Assembly resolution 69/264.

29E.77 The increased requirements above under post are offset in part by:

(a) Freezing recruitment against established posts ($392,400);

(b) The proposed abolition of two General Service (Other level) posts, in the context of the implementation of the revised information and communications technology strategy, approved by the General Assembly in its resolution 69/262 ($329,400);

(c) The outward redeployment of 22 posts (3 P-4, 7 P-3, 2 P-2, 1 GS (Principal level), 9 General Service (Other level)) to executive direction and management and subprogramme 5, in the context of the proposed restructuring of the Office, including the reallocation of resources ($5,463,400).

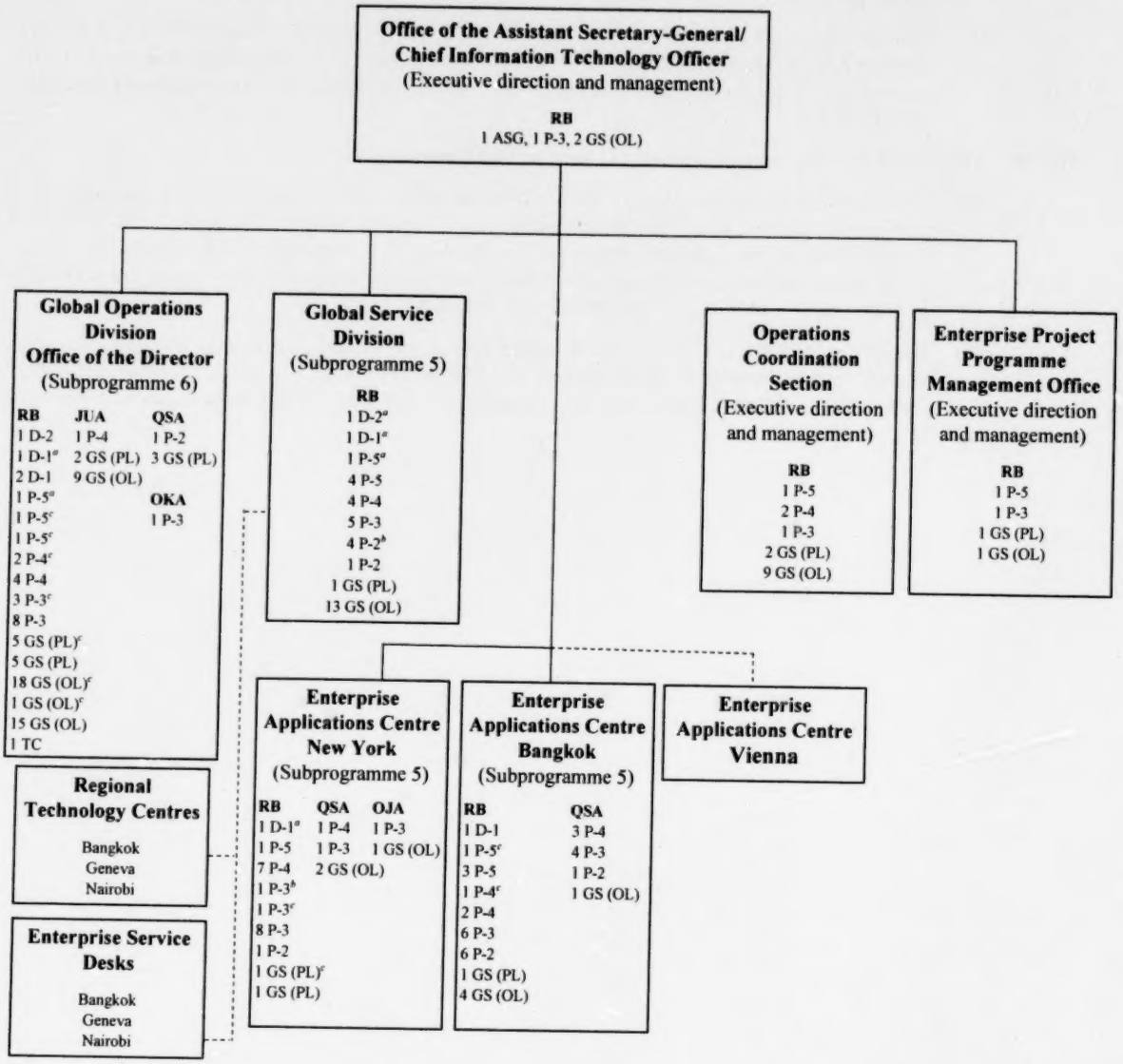
29E.78 The increases under non-post resources are attributable mainly to:

(a) The partial redeployment to the Office of Information and Communications Technology of non-post resources from the Broadcast and Conference Support Section of the Office of Central Support Services, to implement the proposed ICT integration of functions, in support of the new information and communications technology strategy, approved under section II of General Assembly resolution 69/262 ($2,894,100);

(b) Resources to cover Umoja operating, maintenance and support costs, as reflected in the sixth annual progress report of the Secretary-General on the enterprise resource planning project (A/69/385 and Corr.1), and pursuant to section VI of General Assembly resolution 69/274 ($5,101,800).

Annex I

Organizational structure and post distribution for the biennium 2016-2017



Abbreviations: JUA, special account for information technology and telecommunications services cost at Headquarters; OJA, special fund in support of extrabudgetary administrative structures; OKA, special fund in support of extrabudgetary substantive activities; OSA, support account for peacekeeping activities.

[a] Reclassification.

[b] New post.

[c] Redeployment from Office of Central Support Services, Office of Programme Planning, Budget and Accounts and Office of Human Resources Management.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/67/651)	
The Administration agreed with the Board's recommendation that it clearly specify how the chart of accounts in Umoja will enable ICT expenditure to be captured and monitored effectively. In addition, it should consider whether there are any options for improving management information on ICT expenditure that could be pursued prior to the implementation of Umoja (para. 30).	Currently, the Office is working with the Programme Planning and Budget Division and the Umoja team on establishing process and tools for monitoring of expenditure
The Administration agreed with the Board's recommendation that, in order to enable greater consistency and transparency with regard to ICT funding and budgets and allow better management of costs and effective prioritization, the Controller require that proposed ICT budgets set out (a) the cost of running day-to-day services; (b) the cost of licences and maintenance costs for existing systems; (c) costs related to upgrading existing service delivery (e.g. to improve security); and (d) new costs, including strategic requirements (para. 31).	The Office is in the process of developing a five-year indicative plan, as requested by the General Assembly in its resolution 69/262. The five-year indicative budget will take into account the following cost elements: (a) Outright United Nations staff requirements based on the established staffing table and organizational structures, standard salary costs applied for staff in various locations and/or pro forma costs developed for peacekeeping missions; (b) ICT investments required for pipeline ICT projects with a start-up date effective 1 January 2016 or later, based on estimates developed and solicitation process being initiated or in progress; (c) ICT investments with regard to ongoing projects that require continuous investments. The estimates are to be determined based on not-to-exceed values, duration of service established in ongoing contracts and adjustments being made to the initial budget based on actual delivery and schedule. These projects are monitored by the Enterprise Project Management Office of the Office; (d) Service contracts and maintenance costs normally included in office budgets;

Brief description of the recommendation	*Action taken to implement the recommendation*
	(e) Post-capital master plan and post-Umoja requirements being identified by offices; (f) Quantified risks identified by ICT offices on the basis of the most recent risk assessment.
The Administration agreed with the Board's recommendation that the entities, offices and programmes comprising the United Nations prioritize ICT funding to ensure that the right balance of attention is given to transformation, improvement and leadership, frameworks and policies, and operational services (para. 32).	ICT Planning and Governance Guidelines have been issued by the Office as part of the 2016-2017 budget process. The offices are required to follow the ICT Planning and Governance Guidelines and submit their ICT investments for technical review by the Office of Information and Communications Technology and by governance bodies, as applicable. The offices are also required to exercise budgetary discipline in making decisions on their investments and comply with format for capturing and reporting ICT cost and expenditure data. It is envisaged that Umoja will be instrumental in monitoring compliance by all users with the priorities in utilization of ICT funding.
The Administration agreed with the Board's recommendation that as a necessary precursor to any new ICT strategy, and to reduce the substantial risks associated with the implementation of a global enterprise resource planning system, it clearly documents those elements of the culture, custom, practices and processes, as well as key cost and performance information, that may affect the achievability of a global ICT transformation in the United Nations. Using the results of this review, the Administration should define the Organization's overall objectives and specify realistic ambitions for global service delivery, consistent processes and a unified Organization (para. 39).	The following measures to support Umoja are being implemented: building a global help desk; mainstreaming Umoja; building an applications solution delivery centre to standardize applications development, strengthening disaster recovery and building a network to support the Umoja users. An analysis has been performed and the Office has identified more than 130 ICT help desks; plans are in place to establish 4 enterprise service desk hubs that will support Umoja as well as other enterprise applications. Currently the enterprise service desks support Inspira and the enterprise customer relationship management system (iNeed). A project team consisting of representatives from Umoja and the Office has been established to ensure successful mainstreaming of the ongoing support and maintenance of Umoja. The scope and priorities were developed as well as a high-level plan. Mainstreaming has begun in the areas of disaster recovery, user access provisioning, network and infrastructure.

Brief description of the recommendation	*Action taken to implement the recommendation*
	The global network has been strengthened: multi-protocol label switching has been implemented across the majority of duty stations in order to support Umoja implementation and roll-out.
	An analysis has been completed and identified more than 2,000 applications. As part of the ICT strategy, the Office has proposed to establish enterprise applications support centres to streamline and harmonize applications development.
	Information security assessment of Umoja is a collaborative effort among the Office, the Department of Field Support and Umoja. The security assessment has started and is an ongoing effort.
The Administration agreed with the Board's recommendation that it recognize the changes in responsibilities and operating model across the Secretariat that are needed to deliver any new ICT strategy and accept the responsibility of senior management as a whole to deliver Organization-wide changes to support the Chief Information Technology Officer (para. 41).	It is proposed in the present report that the ICT units in the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services be integrated within the Office of Information and Communications Technology to deliver the new ICT strategy, as approved in General Assembly resolution 69/262.
The Administration agreed with the Board's recommendation that it (a) emphasize the strategic priorities of the Chief Information Technology Officer by redefining the functions of the role and changing the title; (b) evaluate whether there is a need to appoint a chief technology officer or designate an existing post to assist the chief information officer in operational matters; and (c) clearly define and communicate the different roles across the Secretariat, in particular the scope and remit of the renamed chief information officer with regard to strategy and business transformation (para. 50).	The Chief Information Technology Officer's function and role are defined in the revised ICT strategy set out in the report of the Secretary-General (A/69/517).
	In paragraph 16 of section II of its resolution 69/262, the General Assembly acknowledged the responsibilities and the importance of the strong leadership of the Chief Information Technology Officer for the overall direction and performance of information and communications technology activities within the Organization.
	The Office evaluated the need and appointed a Chief Technology Officer at the D-2 level in August 2014.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Administration agreed with the Board's recommendation that it plan for any parallel business and ICT activities associated with a new strategy to be supportive of the implementation of Umoja and not conflict with its objectives (para. 55).	The initiatives in the revised ICT strategy were developed to support Umoja and enterprise systems as a matter of priority.
The Administration agreed with the Board's recommendation that, in relation to ICT, it define the leadership and executive roles, competencies and management effort that should be directed to three distinct aspects of ICT delivery, namely: (a) transformative change, innovation and leadership across the Secretariat; (b) the design and enforcement of corporate guidance, frameworks, policies and standards; and (c) operational services (para. 56).	The new organizational change for ICT is proposed in the revised ICT strategy, including transformative change, innovation and leadership across the Secretariat. A global policy committee has been established. Forty-one policies are identified, 22 policies have been developed and issued, 3 policies are under formal consultation, 4 policies are being reviewed by the Chief Information Technology Officer and the policy committee and 4 policies are being drafted. The Office established an interim governance structure. The ICT board has met three times. The ICT Executive Committee has met three times. The Enterprise Architecture Board has met periodically and has issued an enterprise architecture road map.
The Administration agreed with the Board's recommendation that it develop a fit-for-purpose governance framework to oversee the strategic development of ICT across the United Nations. This governance framework should clearly set out roles, accountabilities and responsibilities and ensure that decision-making bodies operate distinctly from consultative and advisory forums (para. 68).	An interim governance structure has been put in place and comprises an executive committee, a project review committee and the Information and Communications Technology Board. This structure is supported by the Enterprise Project Management Office and the Policy Committee.
The Administration agreed with the Board's recommendation that, over time, it redirect existing resources of the Office of Information and Communications Technology to more strategic activities and that it consider the use of alternative sourcing arrangements for day-to-day ICT support services (para. 76).	This is addressed in the new organizational structure for ICT that is proposed in the present document.
The Administration agreed with the Board's recommendation that management develop an "intelligent client" function for Secretariat-wide ICT and within United Nations departments to effectively articulate business needs and provide a channel for the Office of Information and Communications Technology, local ICT committees and business areas to improve services (para. 82).	The Office has done an analysis and met with the businesses to understand their needs, and has identified areas of improvement. As a result, the establishment of a business readiness management group was proposed in the revised ICT strategy.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Administration agreed with the Board's recommendation that it develop an application management strategy to minimize security risks and reduce costs. Such a strategy should address enterprise-wide applications primarily and include the decommissioning of legacy systems applications and services and any necessary data migration. The Board also recommends that, as part of the new strategy regarding applications, the Administration develop a process to ensure that strategic ICT and operational investments can be made, no matter where they are undertaken in the Secretariat, and that they are consistent with Umoja and other enterprise applications (para. 92).	An analysis has been completed and identified more than 2,000 applications. As part of the ICT strategy, the Office proposed that enterprise applications support centres be established in New York, Bangkok and Vienna to streamline and harmonize application development. The enterprise applications support centres have developed an applications management strategy in line with the revised ICT strategy, which stresses the use of enterprise-wide applications rather than localized applications. A detailed review of applications currently in use is expected to be completed in March 2015, with road maps for harmonization based upon business functions to be developed thereafter.
The Administration agreed with the Board's recommendation that management strengthen Secretariat-wide ICT standards to consolidate and leverage ICT buying power and that it use these standards to drive the harmonization of ICT as a necessary precursor to the consolidation of software applications and infrastructure (para. 100).	The Office is in the process of an assessment of the global contracts in place. On the basis of the findings of the assessment, the Office intends to develop a global sourcing strategy, in coordination with the Procurement Division, the Office of Central Support Services, the Department of Field Support, offices away from Headquarters and other ICT offices to control increasing costs and gain efficiencies in global purchasing and management of ICT goods and services. The global sourcing initiative will be proposed in the progress report of the Secretary-General to the General Assembly at its seventieth session.
The Administration agreed with the detailed recommendation on ICT security set out by the Board in its memorandum to the Chair of the Advisory Committee on Administrative and Budgetary Questions on this matter (para. 101) .	The implementation of the action plan to strengthen information security, to enhance the prevention, detection and response to security threats is ongoing, namely: (a) An incident response technical procedure was issued in August 2014; (b) 95 per cent of personal computers at Headquarters were upgraded to reduce risks; (c) 95 per cent of intrusion detection system to monitor network traffic was implemented; (d) Computer-based training on information security awareness was conducted; (e) 60 per cent of e-mail filtering systems were deployed to reduce virus attacks;

Brief description of the recommendation	*Action taken to implement the recommendation*
	(f) Compliance reporting (self-assessment) is ongoing; (g) Information security assessments of the Secretariat were begun in 2013 and are ongoing; (h) Implementation of segmentation of network zones in enterprise data centres is ongoing. The estimated target date for completing implementation of the action plan is the end of 2015.
Information and communications technology governance in the United Nations system organization **Audit of the information and communications technology (ICT) infrastructure supporting the implementation of IPSAS amid Umoja (report No. 2013/019)** **Office of Internal Oversight Services**	
The Office of Information and Communications Technology should: (i) in coordination with the offices away from Headquarters, formalize the requirement for ensuring support of the IMIS infrastructure in the ICT budget proposals; and (ii) ensure continuity of infrastructure support by allocating adequate staffing, training the staff and facilitating knowledge transfer (recommendation 3).	Through a number of maintenance support contracts put in place with a service provider, the Office has augmented internal staffing support for IMIS infrastructure at Headquarters and offices away from Headquarters. The Office completed a review of the IMIS staffing and has augmented the current staffing with one P-4 position and is in the process of recruiting two P-3 positions under general temporary assistance for the support of IMIS until decommissioning, as a result of the implementation of Umoja. The current staffing plan included in the 2014-2015 budget is as follows: 4 P-4 (1 — infrastructure support, 3 — applications support); 5 P-3 (2 — infrastructure support, 3 — applications support); 2 GS (OL) (1 — infrastructure support, 1 — applications support); 2 consultants (1 — database support, 1 — applications support).

Brief description of the recommendation	*Action taken to implement the recommendation*
	With the addition of two general temporary assistance resources, the Office considers the staffing sufficient for IMIS support until Umoja is implemented. As part of knowledge transfer, the applications support staff listed above spends 50 per cent of its time working on the Umoja project team. The Office has worked with the Procurement Division to establish a Nova maintenance contract, which is centrally managed by the Office. Since the contract indicates the service level requirements, the Office has initiated the development of a memorandum of understanding with all Departments that use the Nova system.
Report of the Board of Auditors (A/69/5 (Vol.I)) The Office of Information and Communications Technology, the enterprise resource planning project team and the Administration need a single understanding and an integrated plan for all changes involved in the roll-out of the enterprise resource planning system, including clear milestones signposting the transition from implementation to ongoing support and clarity on how the departments will own systems and processes and deliver benefits. The plan should also take into account the potential impact of any uncertainty over the implementation timeline for the enterprise resource planning project (para. 193).	A project team consisting of representatives from Umoja and the Office has been established to ensure the successful mainstreaming of the ongoing support and maintenance of Umoja. The scope and priorities were developed as well as a high-level plan. Mainstreaming has begun in areas of disaster recovery, user access provisioning, network and infrastructure. The global network has been strengthened: multi-protocol label switching has been implemented across the majority of duty stations to support Umoja implementation and roll-out. An analysis has been completed and identified over 2,000 applications. As part of the ICT strategy, the Office has proposed to establish enterprise applications support centres to streamline and harmonize applications development. Information security assessment of Umoja is a collaborative effort among the Office, the Department of Field Support and Umoja. The security assessment has begun and is an ongoing effort.